

RETURN ON INVESTMENT – FY12

State Industry Training Programs

Companies Assisted	347
Total Number of Workers Trained	39,535
Capital Investment Made by Companies Assisted	\$1.6 billion
Average Wage of Trainee	\$21.26/hour

Missouri Career Centers (Federal Funding)

Unemployed Individuals Assisted/Completed Service	289,074
Number of Individuals in Training	15,723
Number of Individuals Who Became Employed After Receiving Assistance	164,108 (58%)



Missouri Division of Workforce Development is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

Missouri Department of Economic
Development
Division of Workforce Development
421 E. Dunklin Street



2012 Connecting People with Workforce Development



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It's All About People

It's all about people. To vast numbers of businesses and citizens, the **Division of Workforce Development (DWD)** is the human face of Missouri State Government. At the local level, DWD has more **direct, interpersonal contact** with Missourians in their local communities than any other branch of state government. In the last program year (PY2011, ending June 30, 2012), more than **350,000 participants** received services through DWD at more than 40 locations across the state. Meanwhile, in 2012, DWD's Business & Industry Section established more than **45,000 contacts with Missouri employers**.

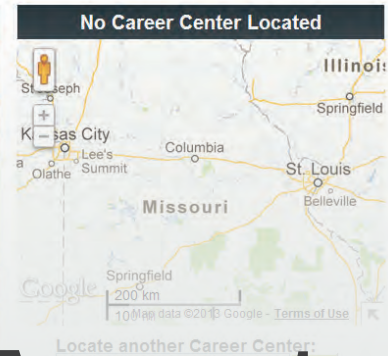
As the job development and training arm of the **Department of Economic Development**, DWD provides vital reemployment services, including skills training, career connections for job seekers, and recruitment and referral assistance for businesses. These services are delivered through a network of Missouri Career Centers and the web portal **jobs.mo.gov**. Missouri's workforce system is a collaborative partnership that includes the Missouri Department of Labor and Industrial Relations/Division of Employment Security, 14 **Local Workforce Investment Boards**, 12 community college districts and other local educational agencies across the state.

The workforce specialists at career centers streamline customer flow and provide a menu of standardized **career-assistance services**, such as a comprehensive online labor exchange, skills assessments and certification, career exploration, and workshops on résumé writing and computer literacy. **Businesses use the career centers** as resources to interview potential employees, test applicants' occupational skills, and gain access to labor-market information.

DWD provides innovative, targeted, **skill-building programs**, such as the WorkReadyMissouri program for unemployment insurance claimants; the Show-Me Heroes program for veterans; the On-the-Job Training (OJT) Program; and the Missouri State Parks Youth Corps for youth. Services include WorkKeys® testing and the National Career Readiness Certificate.

In 2012, DWD has been particularly responsive to people in crisis. The **Disaster Recovery Jobs Program** to relieve unemployment from natural disasters, such as flooding and tornados, continues and is a model emulated by other states similarly afflicted in 2012. In addition, **reemployment services** were rapidly deployed to respond to large layoffs in the automotive and bakery industries.





It's All About Access to Online Resources

The greatest long-term boon to the Missouri workforce system is the successful 2012 launch of the **jobs.mo.gov** web portal. Designed to serve as the primary source for Missouri's **online labor exchange**, job seekers can search **over 17,000 job listings**. The web portal also boasts a robust collection of information about workforce resources and personal assistance available to Missouri employers and job seekers.

At jobs.mo.gov, both employers and job seekers can conduct their business with **free, secure accounts**. Employers can place free job orders to fill positions more effectively. Job seekers can perform job searches and manage their candidacies in the job market and access career tools such as résumé creation, skill development and certification, and career planning.

At jobs.mo.gov, job seekers can find jobs

entered directly by **Missouri employers** plus Missouri jobs gleaned from hundreds of job search sites, via "Burning Glass Technology".

The addition of "Burning Glass Technology" provides:

- Job-spidering technology that collects virtually every internet-posted job.
- A de-duplication process resulting in significant time-savings to job seekers by bringing thousands of opportunities to one location, **jobs.mo.gov**.

The web technology behind jobs.mo.gov allows for rapid deployment of new workforce information and initiatives, including the most current **Labor Market Information**, which also utilizes "Burning Glass Technology" to compile "Real Time" Labor Market Summaries.

DWD's 2012 advances with jobs.mo.gov have energized customer outreach efforts and served as a springboard for new uses of technology to connect with today's "device savvy" job seekers and employers.

Job seekers with online accounts at jobs.mo.gov now have the option to receive emails notifying them of potential job matches, based on their profile and desired job information.

Just after the close of 2012, **two more new features** have gone live. One is a **message center** within the job seeker secure accounts on jobs.mo.gov. Job seekers receive specific communications regarding upcoming workshops, local job fairs, and potential job matches.

Another new feature is an additional **Twitter account** set up solely for notification of the **newest jobs posted directly to jobs.mo.gov by Missouri employers**. Job postings are tweeted in "real-time" to followers.

Looking ahead, a **mobile application** of jobs.mo.gov, with job matching ability, is planned for release in 2013.

DWD's existing social-media sites expanded their followings in 2012, with the **Facebook** page accumulating over 1,100 "likes" and **Twitter** reaching more than 700 "followers." Postings include job search tips, job fair and workshop opportunities, and customer testimonials.

DWD's **YouTube** channel presents program information and testimonials from across the state, and original videos created by the agency for its customer base and workforce partners.

Connect with Missouri's workforce system at the following locations:

Web Portal: jobs.mo.gov

Twitter (tips/events): [@mo_workforce](https://twitter.com/mo_workforce)

Twitter (jobs feed): [@jobsmogov](https://twitter.com/jobsmogov)

Facebook: www.facebook.com/MissouriWorkforceDevelopment

YouTube: www.youtube.com/user/moworkforce1





It's All About People Reclaiming Lives and Land

The tornados and floods triggering the creation of **Missouri's Disaster Recovery Jobs Program (DRJP)** occurred in the spring and summer of 2011, but helping communities, businesses, and workers recover from a few minutes or hours of devastation can take years. As such, DWD has remained engaged with this program throughout 2012.

DRJP funding comes from **two National Emergency Grants (NEG)** from the U.S. Department of Labor (DOL). These grants represent **more than \$39 million in federal funding** applied to temporary cleanup and recovery jobs for workers displaced by the disasters.

DWD administers the grants and works closely with nine affected **Local Workforce Investment Boards** that act as **local project operators**. Together with local and statewide partners, including

the Missouri National Guard, they ensure recovery needs are met in counties where disasters were declared.

Missouri Career Centers serve as the connection point to provide the participants needed for each recovery worksite. **Missouri Career Center connections** have resulted in long-term benefits for DRJP workers. In the Southwest Region, **80 percent of DRJP workers tested for National Career Readiness Credentials**.

Scores of testimonials received from participants express a renewed sense of purpose. They gained work experience in demolition, nursery and forestry operations, flood control, materials distribution, permit processing, and road construction.



By the Numbers

Statewide

- 38 affected counties
- 119 job sites
- Temporary jobs for 2,340 displaced workers

Joplin/Duquesne Tornado

- 400 tons and 700 blocks of debris removed
- 1,700 trees planted
- 150,000 pounds of clothing distributed
- 31,400 volunteers and victims' families served meals
- 1,150 tornado related calls answered
- 6,400 demolition and building permits processed

Northwest, Central, and Southern Flooding Events:

- Thousands of miles of roads and culverts cleaned and repaired
- Thousands of sandbags removed
- Thousands of trees removed, with new trees replanted
- Thousands of feet of levees repaired
- Over 4,300 affected families assisted

Twice during 2012, Missouri's DRJP received national recognition for its success:

- A routine DOL audit affirmed proper fiscal management AND **drew DOL's praise for the massive amount of work accomplished.**
- In November, East Coast states devastated by Superstorm Sandy contacted DWD to use **the Missouri model** as a guide for their own NEG applications.

The greatest affirmation of the program, however, has been its positive affect on communities directly impacted by the disasters. **County governments affirm** they would have been too financially strapped to undertake cleanup and recovery without DRJP.

Joplin led the nation in improved unemployment between June 2011 and June 2012. According to the U.S. Bureau of Labor Statistics, Joplin's 2.8 percent drop was the best among 372 metro areas reviewed for non-seasonally adjusted metro unemployment.

A comprehensive print report on DRJP released in December 2012 is available at: <http://jobs.mo.gov/jobseeker/DRJP>.



PROFILE DISCOVERY

IT'S ALL ABOUT YOU



1

- Degree attained for desired job or career
- Extensive experience on the job
- Over-qualified (meet or exceed education requirements)



2

- Recently attained (within two years) Degree in field of desired job or career
- Looking for a job in area related to Degree
- Some work history but not in field of desired job or career

IT'S ALL ABOUT YOU

Required Job Services

- Skills don't match current available jobs
- Extensive experience but working in declining industry

- Looking for a job in area related to Certification/License

describes you!



5

- Lack Diploma/GED and credit hours toward Degree/Certificate but did not complete requirements to earn Degree/Certificate



6

- Trapped in low-paying jobs
- Lack Diploma/GED, Degree, or other Certifications
- Limited or no computer skills

It's All About You

DWD often must respond to changes in federal and state laws. New 2012 federal Emergency Unemployment Compensation (EUC) regulations led to the rapid creation and implementation of **accelerated reemployment services** for long-term-unemployed job seekers.

As part of the *Middle Class Tax Relief and Job Creation Act of 2012* passed by Congress, the U.S. Department of Labor issued guidance to state workforce agencies on new requirements for Reemployment Services, as well as reviewing the eligibility of individuals to reduce erroneous EUC payments. These activities were required to be accomplished from **May through December 2012.**

Reemployment services included providing Labor Market Information, skills assessment, orientation to Career Center services, and a review of job-search activities to verify eligibility.

In partnership with the **Missouri Department of Labor and Industrial Relations (DOLIR), Local Workforce Investment Boards, and Missouri Career Centers**, DWD addressed this federal directive with an initiative called **"It's All About You."**

A multi-media customer outreach preceded implementation of the initiative, which requires affected EUC recipients to check-in with their local Missouri Career Center for personal assistance with available reemployment services.

Staff at Missouri Career Centers use the "It's All About You" materials to guide affected individuals in their progress through workshops, assessments, testing, and utilizing effective job-search strategies. They also help identify eligible candidates for training programs such as **On-the-Job Training** and **WorkReadyMissouri.**

Prompted by notification letters from DOLIR, **more than 32,000 Missouri EUC customers** completed initial interviews at their local Missouri Career Centers. More than 24,000 of the EUC customers were provided with staff-assisted job referrals, and nearly 17,000 completed a career-center workshop.

DWD will integrate these procedures with existing Next Generation Career Center programs and services in April 2013.





NATIONAL CAREER READINESS CERTIFICATE®

GOLD

Is awarded to

Jane Williams

In recognition of verified skills in Applied Mathematics,
Locating Information, and Reading for Information




Julie Graham
Director, Missouri Division of Workforce Development

WorkKeys


ACT



Missouri
WORKREADY
communities

It's All About Communities

Besides DWD's direct services to individual employers and job seekers, 2012 kicked off a new program to **improve economic and workforce development on a community (county) level: ACT's Certified Work Ready Communities (CWRC)** initiative.

In late 2011, **all 50 states were invited** to apply for ACT's WRC initiative to transform the workforce and close skill gaps through evidenced-based credentials such as the **National Career Readiness Certificate (NCRC)*** and other training tools.

In February 2012, Missouri was **one of the first states** selected to participate in a CWRC Leadership Academy. The 12-month academy takes state leadership teams through an executive training program designed to facilitate successful deployment of a statewide CWRC initiative.

The CWRC initiative revolves around two achievements:

1. A saturation level of **residents who possess an NCRC**; and
2. A penetration level of **businesses recognizing that credential**.

By accomplishing these two goals, a community can develop a workforce with the documented foundational skills to **attract and retain employer companies**.

The program officially launched at the Governor's Conference on Economic Development in September 2012, where a new website, **ded.mo.gov/getcertified**, was unveiled. The site provides community leaders with information about the benefits of the program, how to apply, and how to get started.

By the end of 2012, about 525 Missouri employers had signed partnership letters with the state to implement the NCRC program.

Missouri Work Ready Communities is a voluntary initiative guided by **key community leaders** (local elected officials, economic development agencies, business leaders, chambers of commerce, educators and workforce development practitioners). Applications are reviewed quarterly by the **Missouri Workforce Investment Board (MoWIB)** and recommended for approval.

** ACT's® National Career Readiness Certificate is a work-related skills credential that is accepted nationwide. It uses three WorkKeys® assessments that measure skills critical to on-the-job success.*





It's All About Local Presence



Forty-one local **Missouri Career Centers** form the “front line” of the state workforce system. They serve employers and job seekers with workforce services and solutions.

The most important function of DWD’s workforce system is its role as a free **labor exchange**. This includes

- Assisting job seekers to find employment;
- Helping employers fill jobs;
- Supporting electronic job matching with computerized records management and standardized classification systems to correctly identify occupations;
- Verifying that Unemployment Insurance recipients are actively seeking suitable employment.

Accomplishing this function happens every day in local Missouri Career Centers, whose customer-flow processes have been cited by the U.S. Department of Labor’s Employment and Training Administration as an **example of efficiency**.

Every job seeker and employer has a unique set of needs and circumstances. A full menu of products and services allows Missouri Career Center staff to choose the most appropriate assistance for each situation.

The National Career Readiness Certificate (NCRC) is an ACT product that measures skills critical to on-the-job success, resulting in a **credential recognized nationally by employers**. NCRC testing at Missouri Career Centers has resulted in **more than 8,600 awards over the past 12 months**.



Missouri Career Center **workshops focus on important job-seeking skills** with five core offerings available at every location:

1. Career Exploration
2. Career Networking
3. Résumé Preparation
4. Interview Prep
5. Basic Computer Skills

Popularity of these workshops is confirmed by 2012 statewide enrollment average of **over 25,000 individuals per month**.

Employer services include no-cost job postings at jobs.mo.gov and other recruitment and referral services, as well hiring and training incentives, which are *discussed in more detail on pages 14-15*.

Missouri Career Centers also provide a local response in the wake of large-

scale layoffs or plant closings. Meetings outlining **reemployment services** are presented to affected workers.

Response teams were activated this year for instances such as businesses and workers affected by the March tornado in Branson and layoffs associated with production changes at the Ford Motor Company in Claycomo. The reemployment response launched following the nationwide Hostess closing involved coordinating worker meetings in more than 35 locations across the state.

Besides services available within the walls of the local office, Missouri Career Centers interact extensively with their local communities. In 2012, nearly 200 local **job fairs and recruitment events** were hosted, sponsored, co-sponsored, or coordinated by Missouri Career Centers.





It's All About Helping Businesses Succeed

A network of **regional business representatives** are located throughout the state to assist Missouri businesses with workforce resources and services. Business representatives travel extensively, presenting and meeting with local employers, civic groups, and local governments. They also assist businesses with **Labor Market Information**, such as labor shed surveys to determine locations with the most suitable workforce.

A number of hiring and training incentives are coordinated through DWD's Business & Industry section, including three state-funded industry training programs, such as the **Missouri Customized Training Program (MCTP)**.

Along with a network of Local Education Agencies, MCTP assists companies to meet the unique training needs of their particular product and industry. In

2012, 333 training projects involving 37,693 workers were funded, covering training that ranged from supervisory to manufacturing and technical skills. The **average hourly wage for trainees in MCTP programs was \$20.73/hour**. Since its creation in 1987, MCTP has assisted 5,018 Missouri companies to train 573,168 Missouri workers.

Two other state-funded industry training programs are coordinated through 12 state community colleges: the **Community College New Jobs Training Program** and the **Community College Job Retention Training Program**.

Together, this triad of industry-training programs helps eligible companies create new jobs and retain existing jobs in Missouri.

DWD's **Work Opportunity Tax Credit (WOTC)** team processed 64,252

In 2012, DWD's Business & Industry Section had more than 45,000 contacts with Missouri employers. This included:

- Helping employers place free job orders
- Managing job-seeker referrals in response to those job orders
- Coordinating company-specific hiring events and local job-fair participation
- Obtaining worker surety bonds
- Arranging worker training and registering employers in special programs
- Assisting with tax incentives for employers that hire from targeted groups.

certification requests from Missouri businesses in 2012. The WOTC program can significantly reduce a business' federal tax liability when it can demonstrate hiring from federally targeted groups that consistently face barriers to employment.

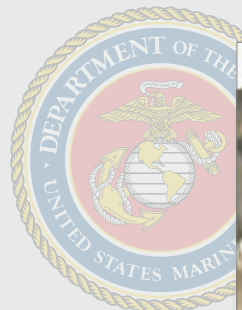
On-the-Job Training (OJT) is nationally recognized as a successful part of DWD's overall training strategy. OJT provides a cost savings to businesses by reimbursing as much as 50 percent of the training wages of workers hired through the program, while helping eligible adult and dislocated workers transition back into the workforce. OJT's role expanded in 2012 to include eligible veterans through new legislation enlarging the **Show-Me Heroes** program (*page 17*).

WorkReadyMissouri provides short-term, on-site occupational training to UI recipients. It provides a way for the unemployed to gain new occupational skills, and for employers to train potential workers at no cost prior to hiring.

Training-related grants for targeted

industries and occupations continue to tackle workforce issues facing businesses. A three-year, \$6 million Missouri **State Energy Sector Partnership (SESP) and Training Grant** supported several skill-building efforts in 2012. Through the SESP grant, the Heat and Frost Insulators and Allied Workers Unions expanded registered apprenticeships programs to include training for computerized energy assessment of industrial facilities. An Energy Industry Fundamentals Course was created, with the **University of Missouri** developing online curriculum. Enrollees could test for a certification nationally recognized by the utility industry.

Since 2010, SESP has enrolled over 900 people in classroom training, leading to the **credentialing of nearly 500 individuals** (including 100 college-level degrees and nearly 400 industry-recognized certificates). SESP has also updated the training of more than 400 incumbent workers with skills to enhance employability in the energy industry.



MISSOURI HIRES ITS VETERANS

It's All About Veterans

Missouri Hires Its Veterans — One of DWD's most important special-needs populations for services are military veterans, active-duty personnel, and their spouses. Through December 2012, DWD's thriving **Show-Me Heroes** program has encouraged more than **2,700 Missouri employers** to pledge to interview and hire veterans when possible. More than **4,030 hires** have been achieved since this program was created by Gov. Jay Nixon in 2010. These employers are publicly listed, by location, on the program website and are permitted to display the program participant emblem at their places of business.

Financial assistance, training, vocational counseling, subsidized on-the-job employment, and job-placement assistance are available in cases where primary family income has been lost, or financial hardship is created, by deployment. DWD can now integrate Show-Me Heroes with its successful **On-the-Job Training (OJT)** program, thus broadening the effectiveness of both programs.

Although the program is primarily outreach to employers, the **www.showmeheroes.mo.gov** website

was expanded in 2012 to include job-seeker resources to aid veterans planning to rejoin the workforce. Show-Me Heroes also was the September 2012 cover story in the Missouri Chamber of Commerce and Industry's **Missouri Business** magazine. Besides information about the program, the article extolled the accomplishments of several veterans who have become captains of Missouri industry after military service.

Particularly popular is the Show-Me Heroes **Flag of Freedom** award to companies who have fulfilled their signed pledge by hiring veterans. Each award incorporates an American flag patch from the combat uniform of a Missouri National Guard member deployed in Iraq or Afghanistan. From December 2011 through November 2012, Flag of Freedom awards were presented to **238 local Missouri employers**.

Local Veterans Employment Representatives (LVERS) and **Disabled Veterans Opportunity Program (DVOP)** specialists are on staff at most of the local Missouri Career Centers. DWD's veterans specialists do extensive legwork in the community, continuously interacting with local employers.





It's All About Specialized Services

Veterans are a special target employment group in DWD's mission. Nevertheless, other populations also need special services and a chance to **demonstrate their employability** and contributions to the workforce they can bring. These include individuals in other special-assistance programs, with disabilities, with troubling pasts, and youth.

The **Missouri Employment and Training Program** (METP) makes job-search and job-readiness training available to individuals enrolled in the Supplemental Nutrition Assistance Program. METP operates through a contract between DWD and the Missouri Family Support Division (FSD) to assist food-stamp recipients, ages 16–60, who FSD determines need workforce services. Missouri Career Centers staff provide these services. In Program Year 2011

(ending June 30, 2012), **38,309** individuals were enrolled in METP. Of these participants, **1,850** entered employment.

People with disabilities—physical, sensory, or intellectual—are productive, reliable, and often innovative employees. Nearly 1 million Missourians have a physical or mental disability as defined by the Americans with Disabilities Act and the Missouri Human Rights Act. This talent pool has above-average job-performance, safety, and attendance records, which promotes cost effectiveness. DWD makes workforce services and communications with employers accessible through **assistive technologies** at all full-service Missouri Career Centers.

Job seekers with a troubled past include ex-offenders, people in work-release programs, and people with a legal or financial background that might appear to



be a risk to some employers. Ex-offenders are one of many target groups in the Work Opportunity Tax Credit program (page 14). DWD also cooperates with the Missouri Reentry Program, which has successfully matched employers with valuable workers. Additionally, DWD can arrange for employers to take advantage of the **Federal Bonding Program**, which significantly reduces an employer's risk in offering someone with a troubled past, either legal or financial, a chance at a productive career.

The **Missouri State Parks Youth Corps** (SPYC) marked its third year of operation in 2012. A cooperative partnership between the DWD and the Division of State Parks, the program employs Missouri youth during the months of June, July, August, and September. This year, 442 young men and women, ages 17–23, who met low-income eligibility requirements, were employed at state parks and historical sites throughout the state.

The state Office of Administration honored the SPYC program with the

2012 Governor's Award for Quality and Productivity in the category of Efficiency/Process Improvement. SPYC youth racked up 117,141 work hours this past summer, bolstering the sustainability of state parks and contributing to the 17-percent increase in visits in 2012 and related tourism revenue. SPYC youth also gained valuable work experience, starting them on the path to productive occupations and careers. SPYC will return in 2013.

